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BEC
CONFERENCE™

March 3-5, 2024
Nashville
glass.org





What I've Learned About Employee Engagement in the Last Six Years

Tom Jackson
President and CEO
Steel Encounters, Inc.

2018 Workforce Complexities

Motivating Multiple Generations

- Baby Boomers
- Gen X
- Millennials
- Generation Z
- Gen Alpha

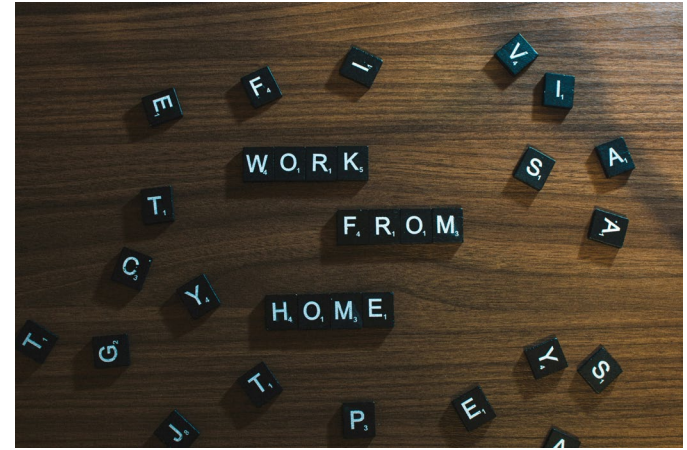


2018

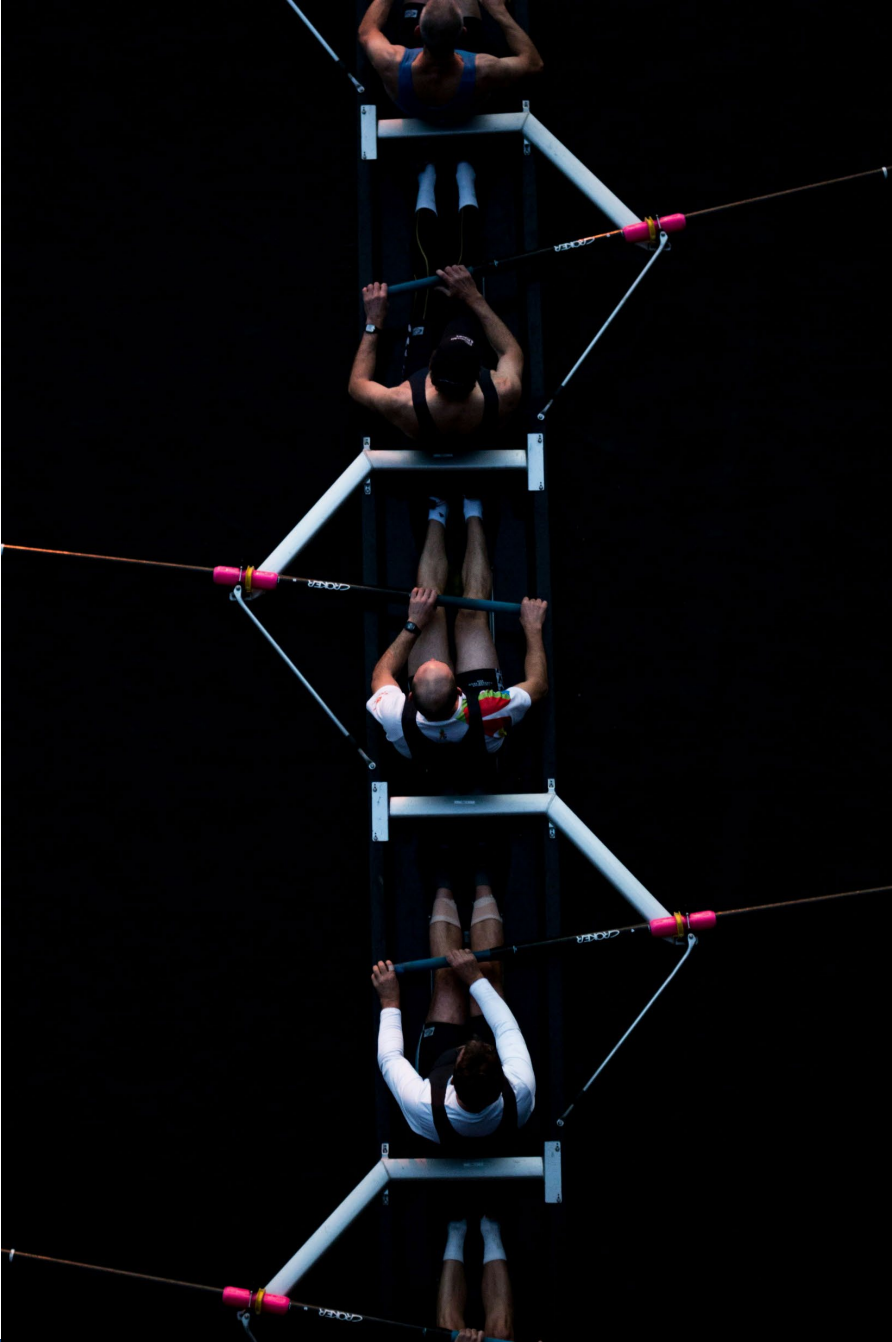
Five Strategies to Engage and Retain Your Employees

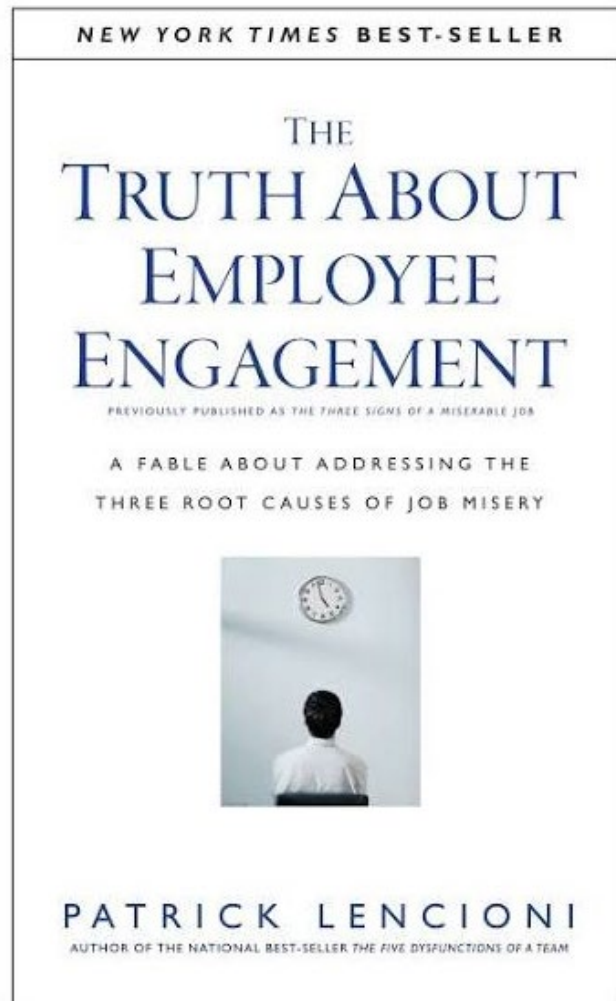
01. | Go to where your employees are. Communication is key.
02. | Measuring and improving employee engagement.
03. | Meeting employee needs.
04. | Employee development.
05. | Branding your company culture.





How Do We Motivate Our Employees?





3 Reasons employees lose engagement

01. | Anonymity

02. | Irrelevance

03. | Immeasurement

How Do We Motivate Our Employees?

2024 Employee Engagement Strategies

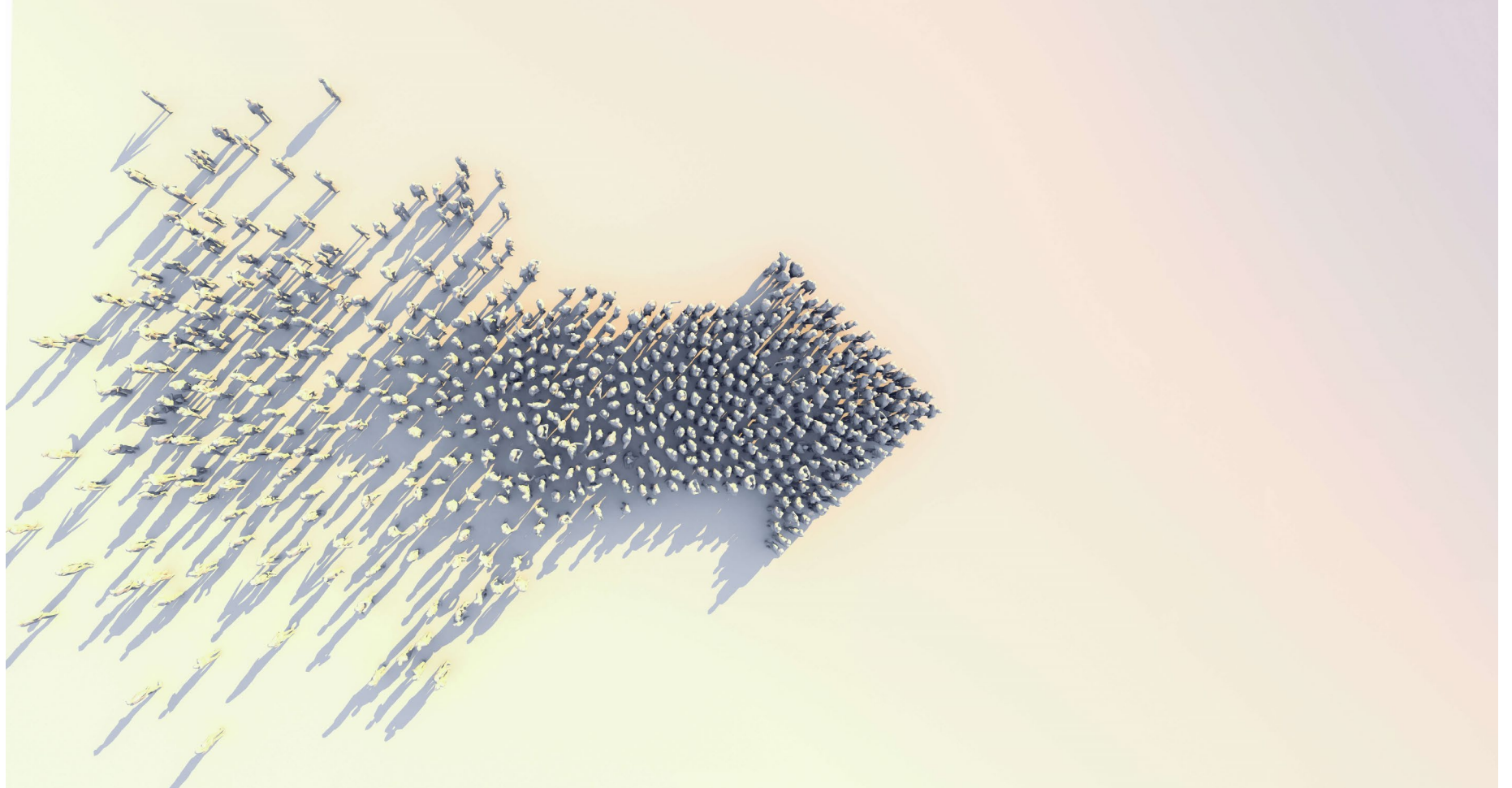
01. | Set Your Cultural Expectations
02. | Communicate, Communicate, Communicate
03. | Teach Every Employee Business (hint: use metrics)
04. | Education and Career Development
05. | Have Some Fun Together
06. | Employee Recognition
07. | Accountability

ONE | SET YOUR CULTURAL EXPECTATIONS

Vision

Mission

Values



ONE | SET YOUR CULTURAL EXPECTATIONS

VISION

To be the premier company and most sought-after provider of structural and building envelope products and services.



ONE | SET YOUR CULTURAL EXPECTATIONS

MISSION

**Building successful
employee owners.**

Three pillars of employee success

1. Financial
2. Health & Welfare
3. Career Development



ONE | SET YOUR CULTURAL EXPECTATIONS

VALUES

- Humble
- Hungry
- Respectful
- Quality
- Honor Commitments



TWO | COMMUNICATE, COMMUNICATE, COMMUNICATE

COMMUNICATION TOOLS

- Employee App
- Communications Committee
- Quarterly Updates
- Annual All-Employee Meeting



THREE | TEACH EVERY EMPLOYEE BUSINESS

TEACHING BUSINESS THROUGH METRICS

- What does your company do?
- How do you make money?
- What are the bottom-line expectations for profitability?

**YOU DIDNT COME THIS
FAR TO ONLY COME
THIS FAR**

THREE | TEACH EVERY EMPLOYEE BUSINESS

TEACHING BUSINESS THROUGH METRICS

6% Bronze

7% Silver

8% Gold



THREE | TEACH EVERY EMPLOYEE BUSINESS

TEACHING BUSINESS THROUGH METRICS

How do I teach everyone how to make money?

Glazier Example: Dow 795 Sausage | Cost \$15 each
\$15 divided by the 6% POG = **\$250 Lost Opportunity**



Foreman Example: JLG 860 | Cost \$600 daily
\$600 divided by 6% POG = **\$10,000 Lost Opportunity**



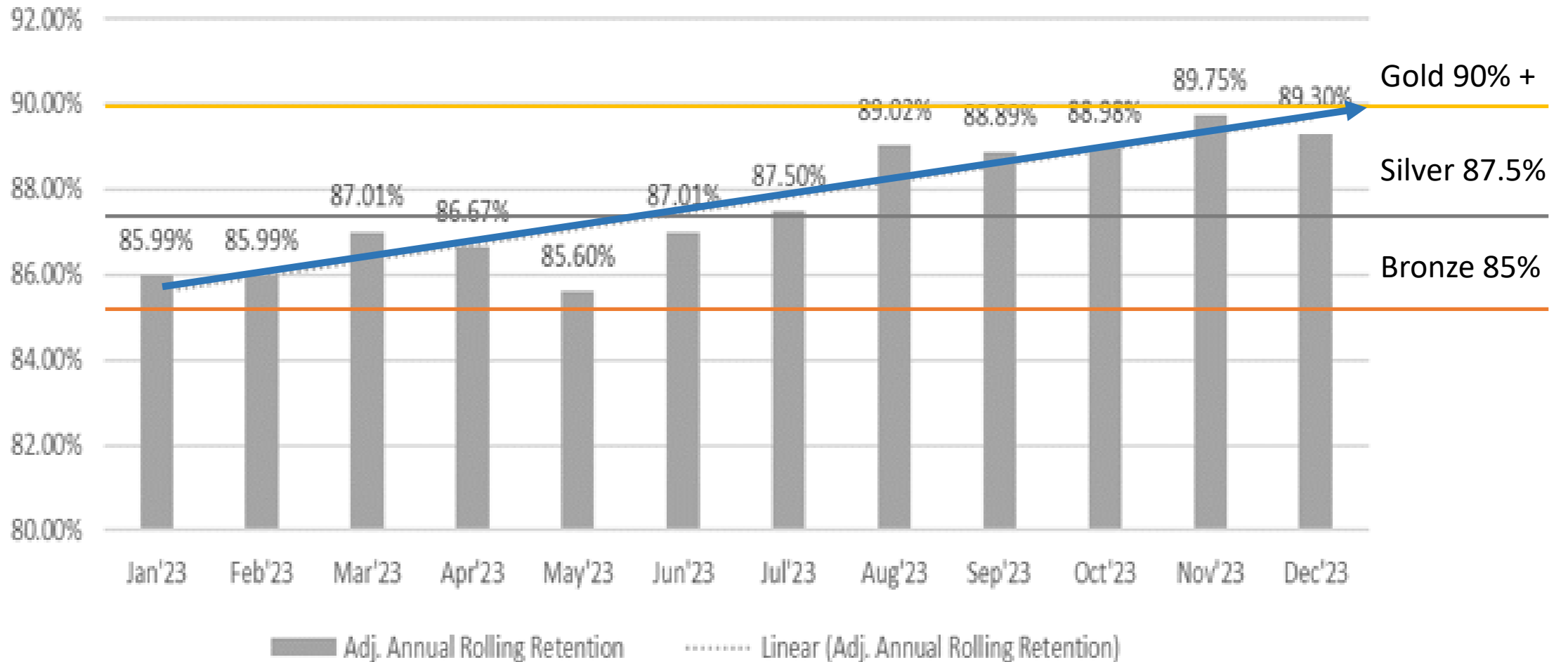
THREE | TEACH EVERY EMPLOYEE BUSINESS

METRICS TELL THE STORY – DATA DRIVEN DECISIONS

- Human Resources
- Information Technology
- Accounting
- Project Management
- Operations
- Engineering & Detailing
- Manufacturing
- Field Installation
- Safety
- Preconstruction
- Sales, and Estimating
- Risk Management

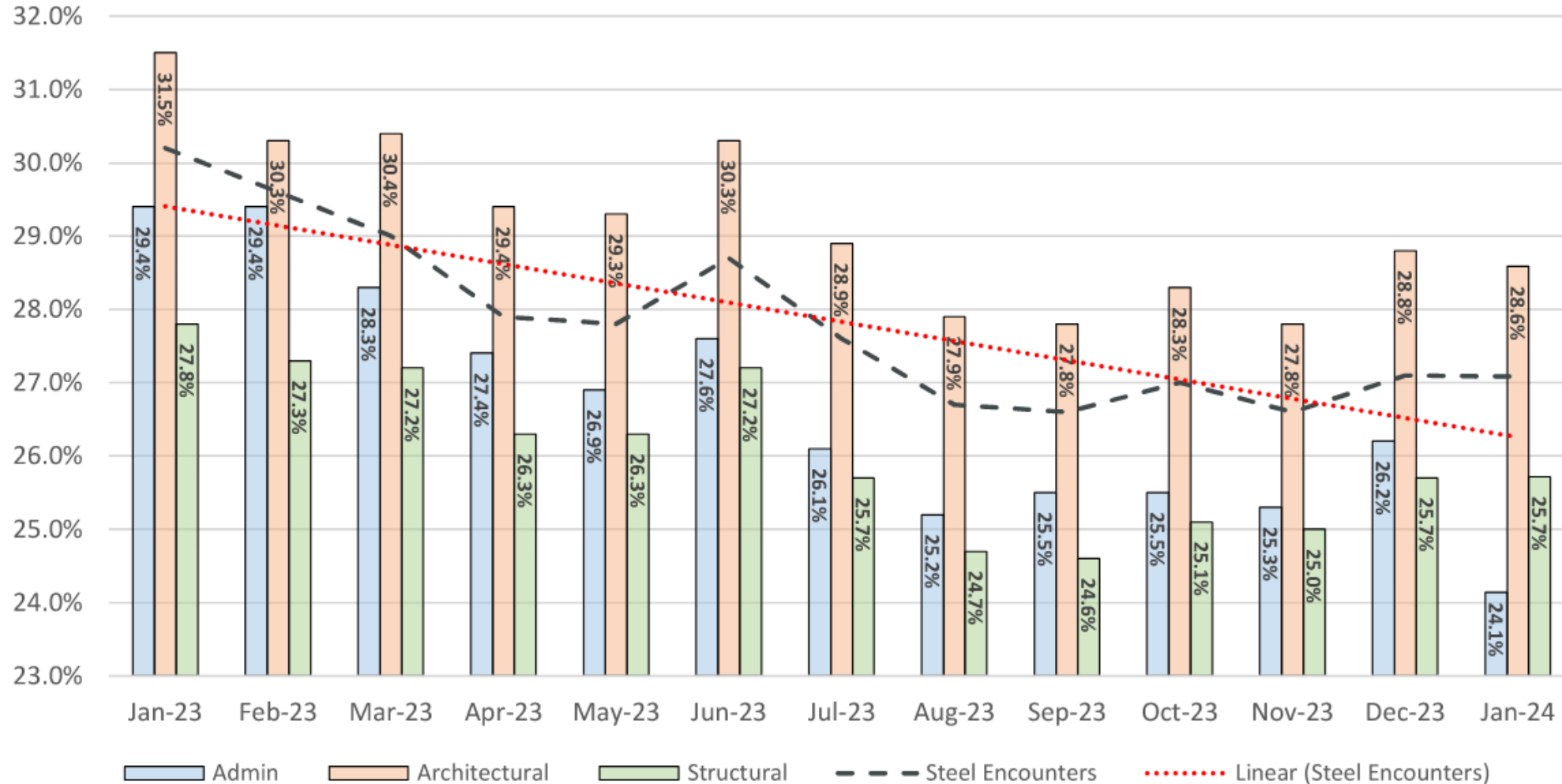
THREE | TEACH EVERY EMPLOYEE BUSINESS

HR Metric – Voluntary Employee Retention



THREE | TEACH EVERY EMPLOYEE BUSINESS

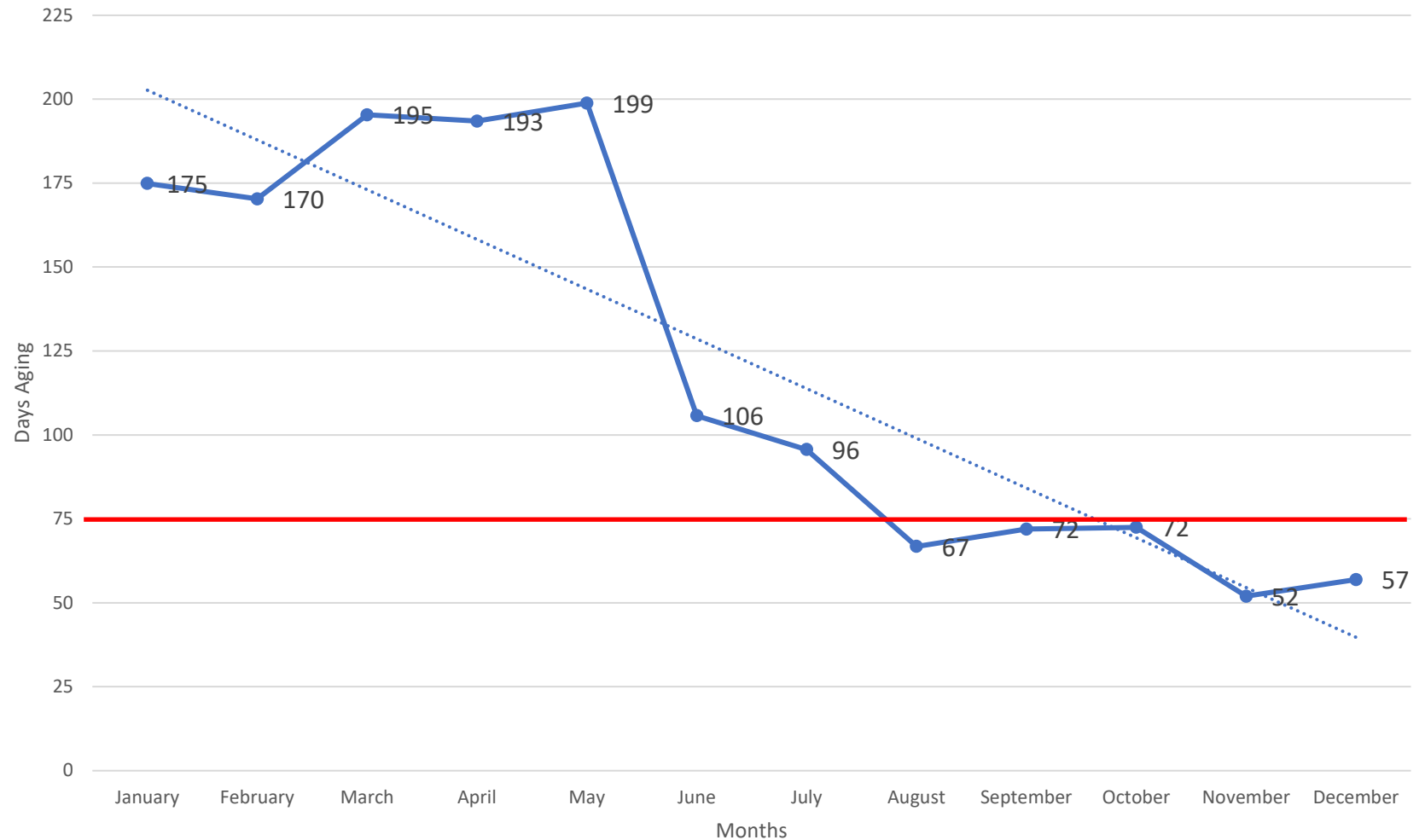
Cybersecurity Risk Score by Division



THREE | TEACH EVERY EMPLOYEE BUSINESS

**METRICS TELL THE
STORY – DATA DRIVEN
RESULTS**

Structural Submitted Change Order Days Outstanding

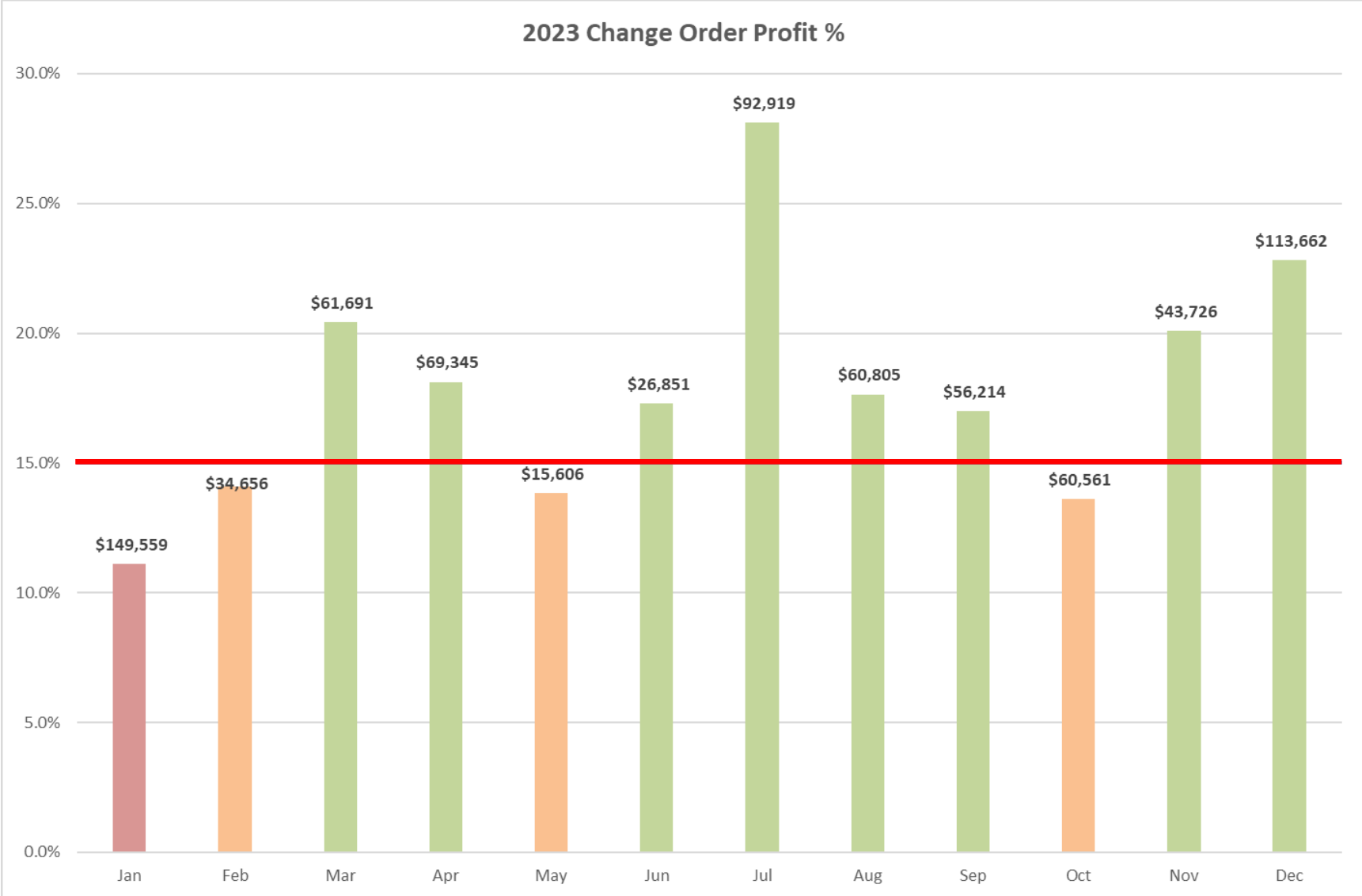


THREE | TEACH EVERY EMPLOYEE BUSINESS

**METRICS TELL THE
STORY – DATA DRIVEN
RESULTS**

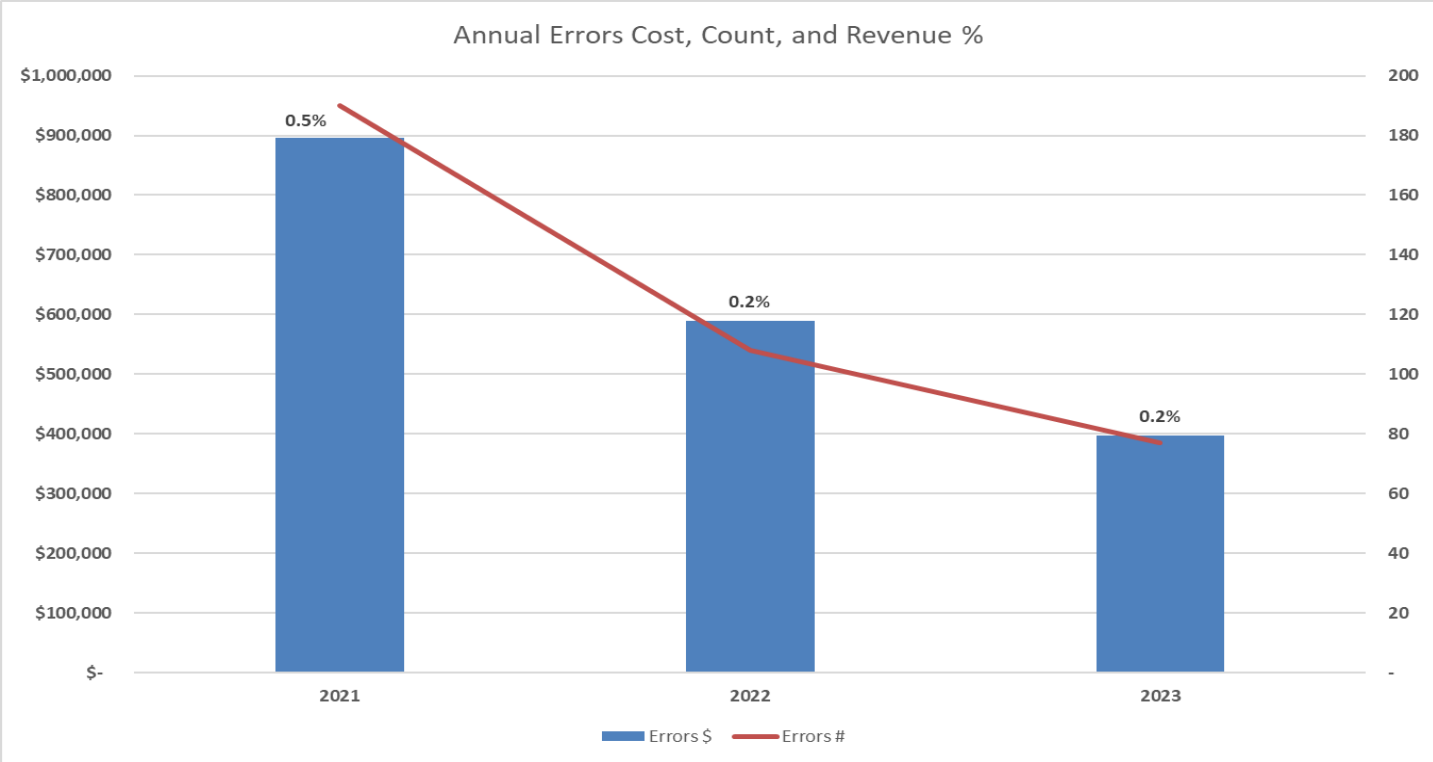
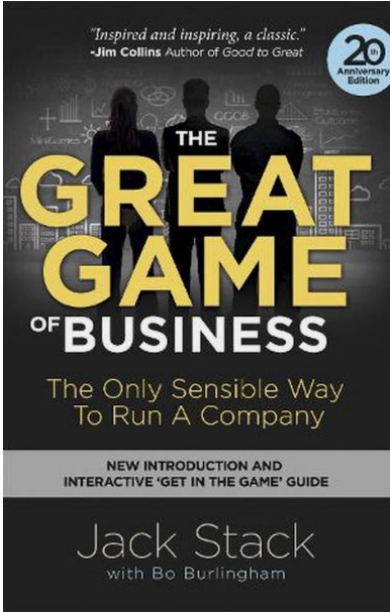
Change Order Profit Margins

- > 15%
- > 11 to 14.9%
- < 11%



THREE | TEACH EVERY EMPLOYEE BUSINESS

CREATE A
BUSINESS GAME
THAT PAYS FOR
ITSELF



Year	Errors \$	Errors #	% of Revenue
2021	\$ 896,000	190	0.5%
2022	\$ 589,000	108	0.2%
2023	\$ 396,685	77	0.2%

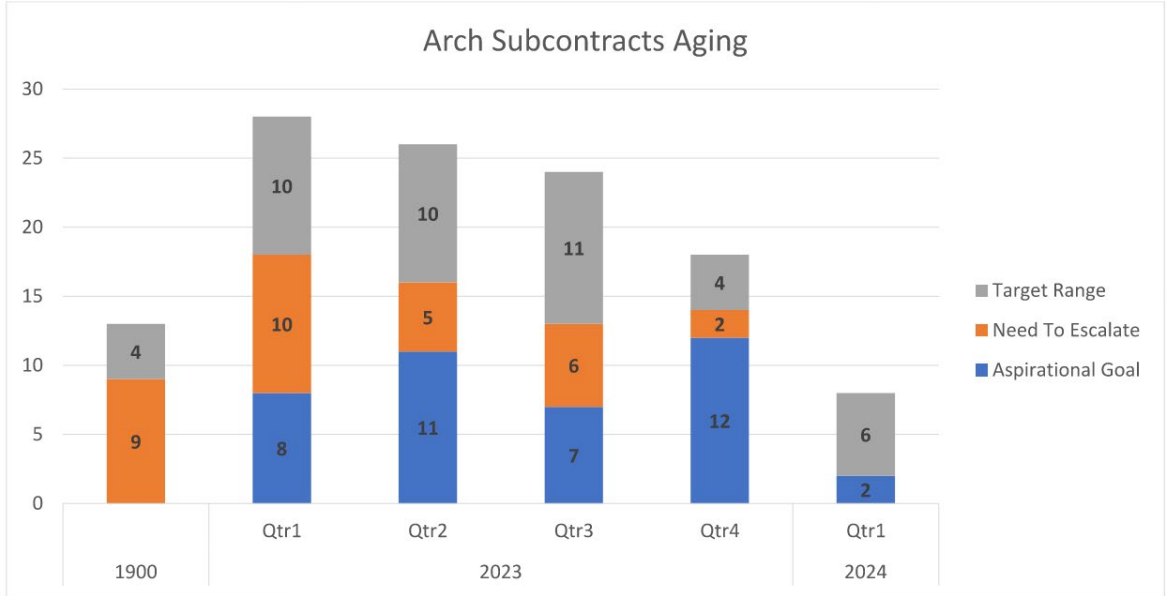
THREE | TEACH EVERY EMPLOYEE BUSINESS

METRICS TELL THE
STORY – DATA DRIVEN
RESULTS



THREE | TEACH EVERY EMPLOYEE BUSINESS

METRICS TELL THE STORY – DATA DRIVEN RESULTS

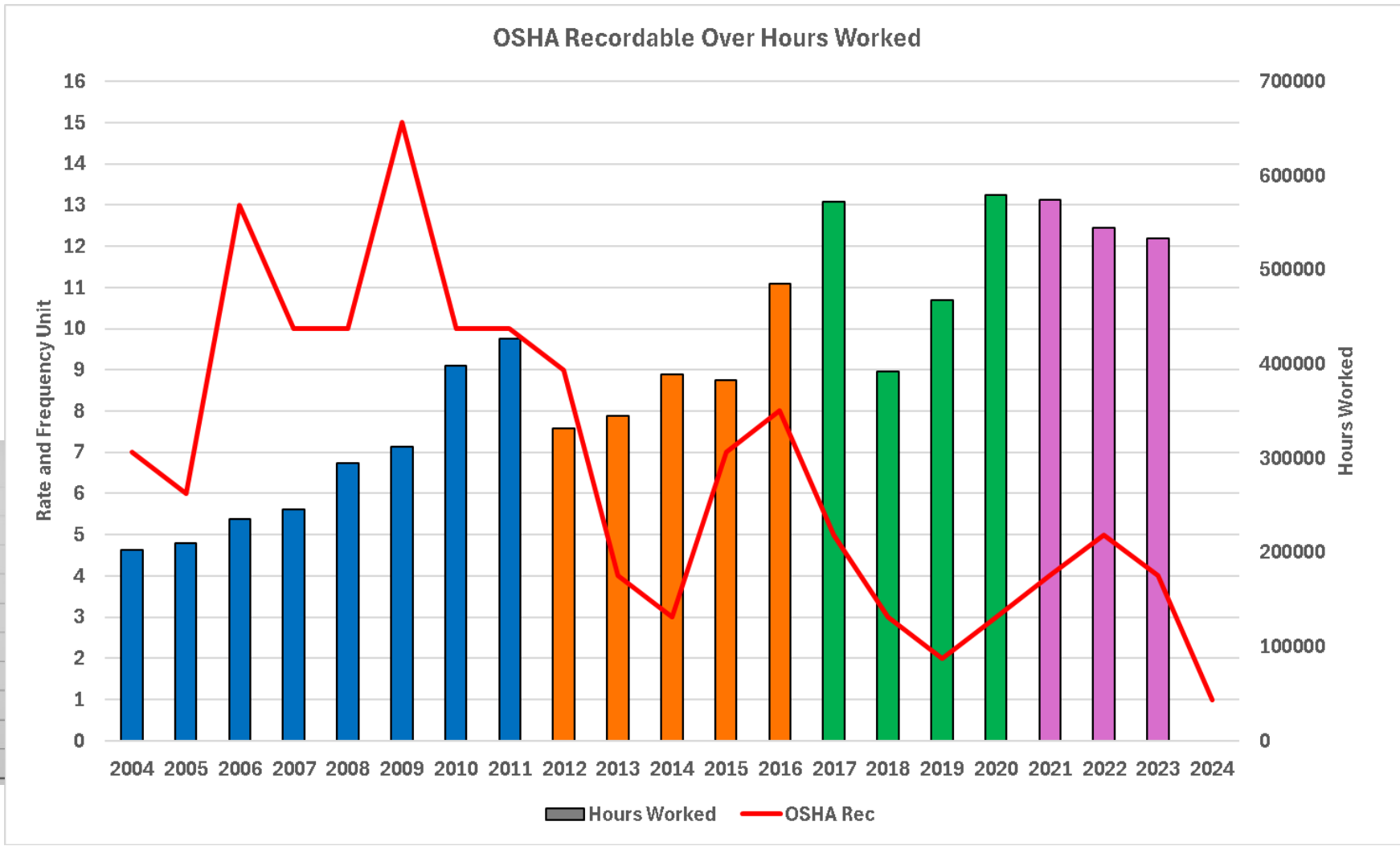
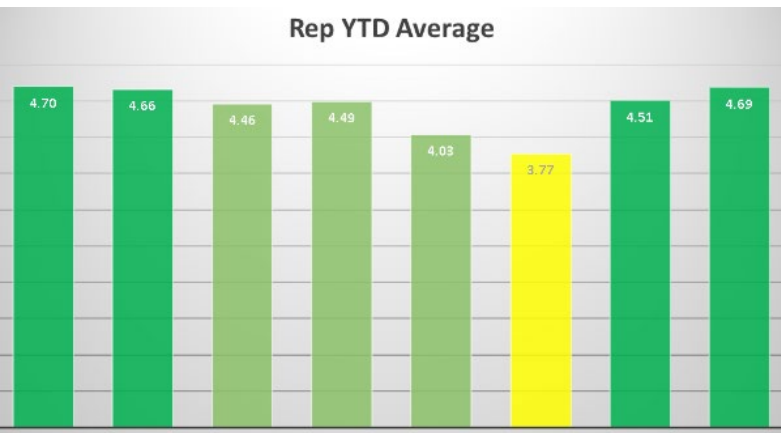


DIV 51 Contracts (upstream)

ARCH Subcontracts (downstream)

THREE | TEACH EVERY EMPLOYEE BUSINESS

**METRICS TELL THE
STORY – DATA DRIVEN
RESULTS**



FOUR | EDUCATION and CAREER DEVELOPMENT

BUILD A LEARNING MANAGEMENT SYSTEM



FOUR | EDUCATION and CAREER DEVELOPMENT

BUILD A

LEARNING

MANAGEMENT

SYSTEM

STEELENCOUNTERS

BUILDING SUCCESSFUL PARTNERS AND EMPLOYEE OWNERS

Training Catalog

Trainings are available now. Email HR to have them sent to you, and fill out the form to receive credit in the LMS system.

LEADERSHIP	<ul style="list-style-type: none"> • Difficult Conversations • Interpersonal Communications • The Troubled Employee
WELLNESS	<ul style="list-style-type: none"> • Stress Management <ul style="list-style-type: none"> ◦ Balancing Stress ◦ Reducing Anxiety, Stress, and Depression ◦ Self-care during difficult times • Financial Wellness <ul style="list-style-type: none"> ◦ Dave Ramsey's Financial Wellness (Seasonal with limited seating) ◦ College Planning ◦ Financial Blunders & Protection ◦ Intro To Annuities ◦ Medicare and Social Security ◦ Retirement and Taxes ◦ RetireView Investment Options • Health and Fitness <ul style="list-style-type: none"> ◦ Healthy Snacking
COMPLIANCE	<ul style="list-style-type: none"> • Harassment Prevention Training - All Employees (New Hire) • Harassment Prevention Training - Supervisor / Manager • Change of Status Submission - Smart Sheet • Performance Reviews - Smart Sheet
POLICY & PROCEDURES	<ul style="list-style-type: none"> • Supervisor Dashboard • Sexual Harassment (EAP)

FOUR | EDUCATION and CAREER DEVELOPMENT

A DIFFERENT TYPE OF APPRENTICESHIP PROGRAM



FIVE | HAVE SOME FUN TOGETHER



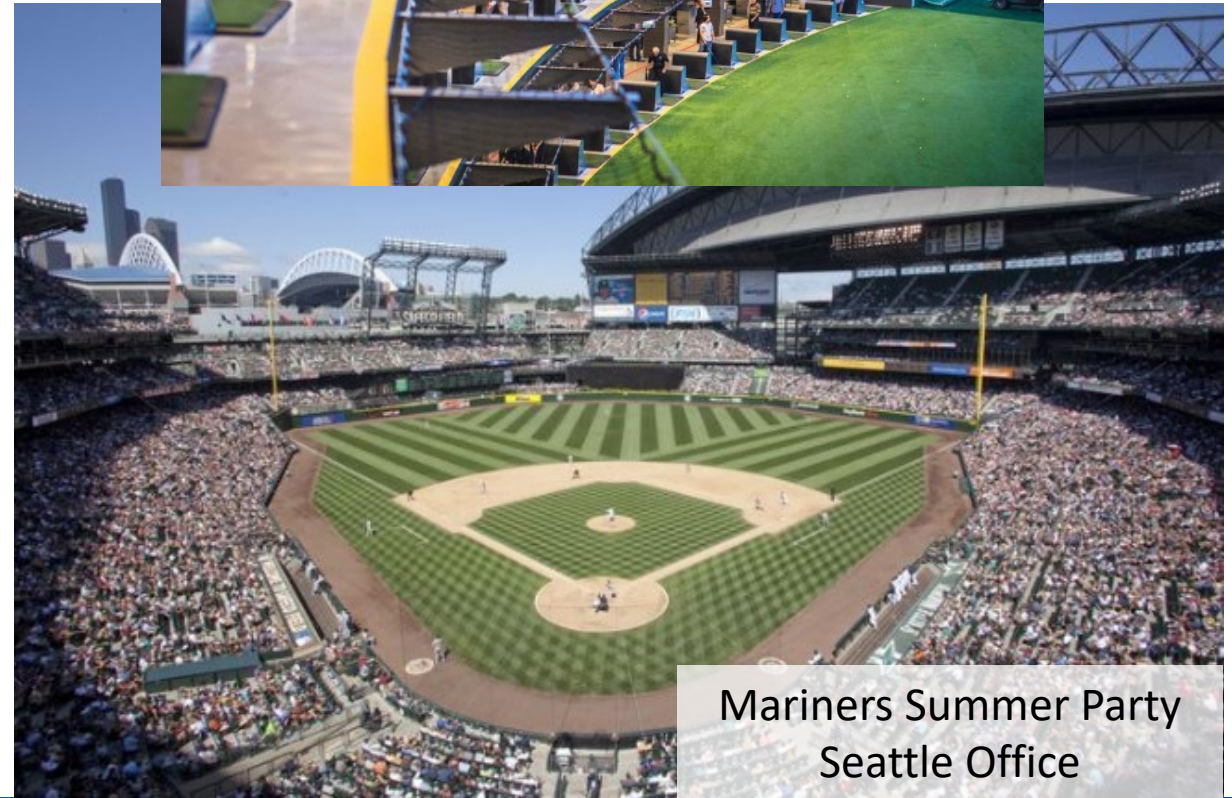
Holiday Party
Little Rock Office



Top Golf Holiday Party
Salt Lake Office



Annual Summer Party
Utah Office



Mariners Summer Party
Seattle Office

FIVE | HAVE SOME FUN TOGETHER



FIVE | HAVE SOME FUN TOGETHER



SIX | RECOGNITION

CELEBRATE THEIR WINS

- Value Coins Nominations
- Employee Spotlight Videos
- Safety Rep Awards



SIX | RECOGNITION

CELEBRATE THEIR WINS

Steve Evans & Shane Ney - Quality, February 2024

This morning, I received a phone call from Shane Wagstaff from Okland Construction at our Union Station job site. It was a pleasure to hear how pleased Shane is that our team, Foreman Steve Evans, in collaboration with QA/QC Manager Shane Ware, addressed an issue with the waterproofing subcontractor's work that would have impacted Steel Encounters' work and would have caused severe quality deficiencies in the exterior envelope of the building. Thank you, Steve, for promptly addressing this issue with our customer!

Gratefully, Tom Jackson, CEO



SEVEN | ACCOUNTABILITY

HOLD THE LINE ON EXPECTATIONS

- Clarity of Expectations
- Performance-based Bonuses
- Skin in the Game



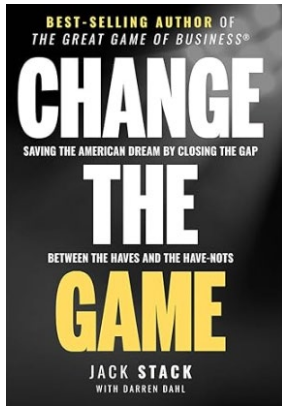
TEN TAKEAWAYS

1. We don't know what we don't know
2. The world is changing, and we must evolve our thinking
3. Leadership requires continuous learning
4. Develop a growth and ownership mindset
5. When necessary, pivot and adapt without ego
6. Employee engagement and well-being is essential to everyone's success
7. Clarity of expectations is kindness
8. Teach everyone the business
9. Accountability is non-negotiable
10. Celebrate wins and have fun together

THANK YOU!

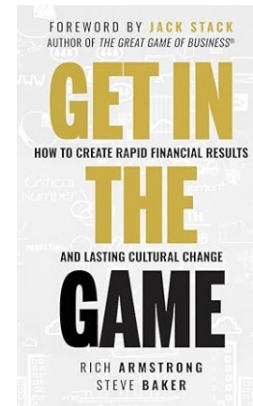
Bonus Material

Tom Jackson's Recommended Book List



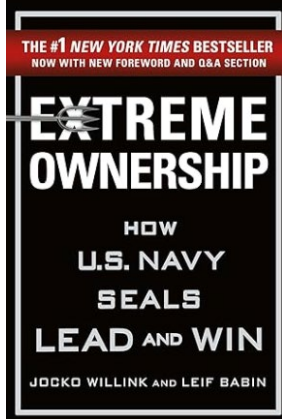
Change The Game: Saving the American Dream by Closing the Gap Between the Haves and the Have-Nots

Jack Stack and Darren Dahl



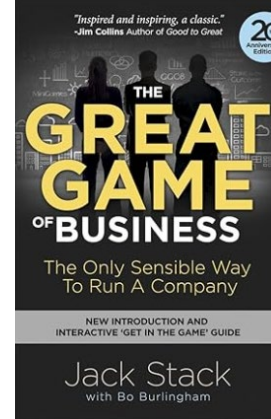
Get In the Game: How to Create Rapid Financial Results and Lasting Cultural Change

Rich Armstrong and Steve Baker



Extreme Ownership: How U.S. Navy SEALs Lead and Win

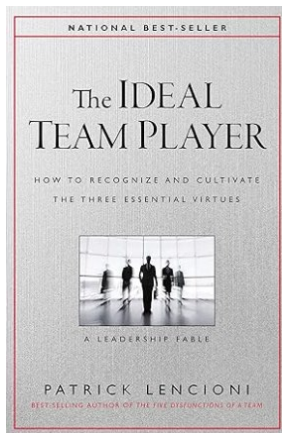
Jocko Willink and Leif Babin



The Great Game of Business: The Only Sensible Way to Run a Company

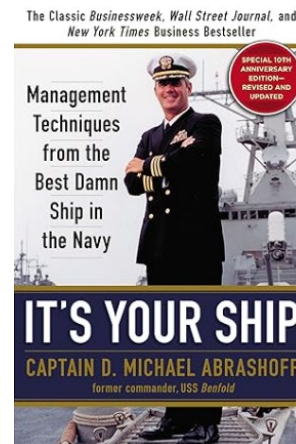
Jack Stack and Bo Burlingham

Tom Jackson's Recommended Book List



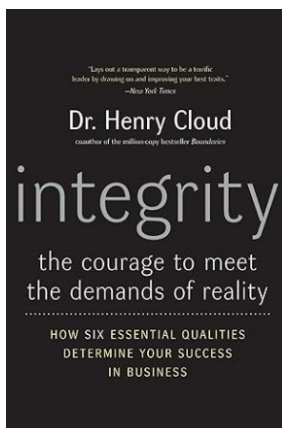
The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues

Patrick M. Lencioni



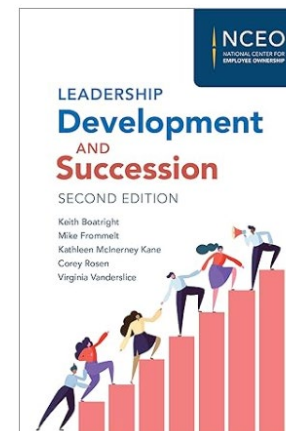
It's Your Ship: Management Techniques from the Best Damn Ship in the Navy

Captain D. Michael Abrashoff



Integrity: The Courage to Meet the Demands of Reality

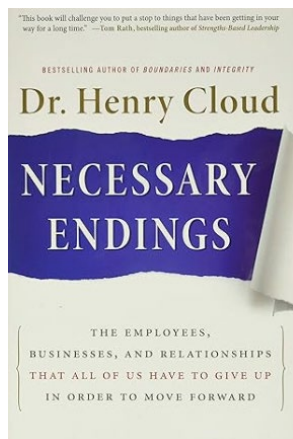
Dr. Henry Cloud



Leadership Development and Succession

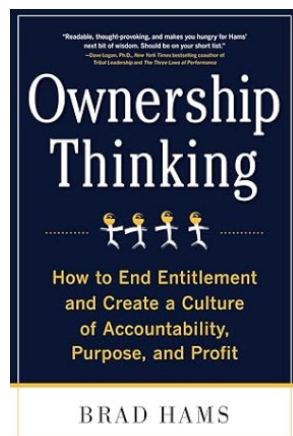
Virginia Vanderslice, Kathleen McInerney Kane, Keith Boatright, Mike Frommelt, and Corey Rosen

Tom Jackson's Recommended Book List



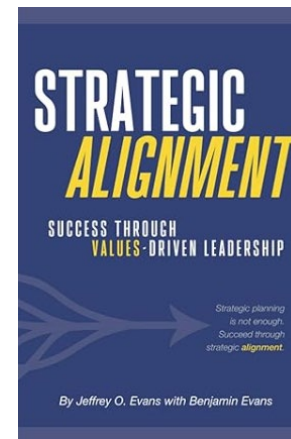
Necessary Endings

Dr. Henry Cloud



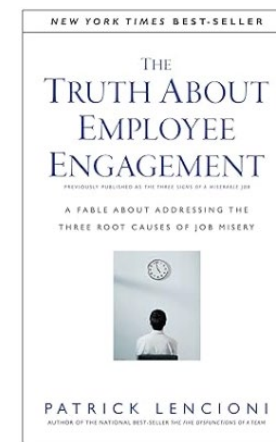
Ownership Thinking: How to End Entitlement and Create a Culture of Accountability, Purpose, and Profit

Brad Hams



Strategic Alignment: Success Through Values-Driven Leadership

Jeffrey O. Evans and Benjamin Evans



The Truth About Employee Engagement: A Fable About Addressing the Three Root Causes of Job Misery

Patrick M. Lencioni